



## POLICE DEPARTMENT CITY OF BURLINGTON

TO: The Burlington City Council  
FROM: Acting Chief of Police Jon Murad  
DATE: January 22, 2021  
RE: The Public Safety Continuity Plan

The Burlington Police Department faces a staffing crisis. This Public Safety Continuity Plan pilot proposal is designed to maintain the BPD's ability to respond to calls for service despite lower numbers of sworn officers; to shift more of the BPD's call-response to unarmed personnel; and to enhance the BPD's ability to serve populations experiencing homelessness, substance-use disorder, and mental-health conditions. It has been presented to the Burlington Police Commission.

On June 29, 2020, the BPD had 92 sworn officers. As of January 21, 2021, there are currently 79 effective, deployable officers. (This is the total number of sworn officers available to perform patrol duties, airport duties, detective duties, and supervisory duties.) The headcount will continue to decrease over the next several months. Eleven officers will be eligible for retirement by September. Three officers are known to be contemplating resignations (that is, they are in official hiring processes with other agencies). Additional departures are also possible given the significant atmosphere of uncertainty in which BPD officers are operating—uncertainty around career options, uncertainty about community support and oversight, uncertainty about announced intentions in the coming contract negotiations, and uncertainty about changes that affect the profession at the county, state, and national level.

As of January 21, 2021, there are currently 41 officers available for patrol. This includes officers who have been reassigned from specialized positions. This is significantly lower than normal levels, which are generally in the high 40s. The loss of headcount is increasingly felt in overtime costs, diminished training opportunities, and depressed internal morale. It is also felt in our circumscribed ability to staff shifts with adequate, safe resources and to answer calls for service. When the BPD's available staffing for patrol falls below  $\approx 36$  officers, the BPD will be forced to curtail services. **In order to maximize coverage during the hours when call volume is highest, the BPD will end proactive patrol during the hours when call volume is lowest, from 3:00 AM to 7:30 AM, and significantly limit in-person response to calls for service.**

There is no short-term means to address this crisis. It requires more than fourteen months to hire, train, and solo-deploy new recruit police officers. This lengthy process is further complicated by the fact that the Vermont Police Academy has postponed its winter class until May 3 2021, and therefore may not even hold a second academy class in 2021. Because of this, it is likely that *even if* active recruitment were allowed to begin today, BPD would \*at best\* be able to put fewer than half-a-dozen recruit officers into a winter class in January or February 2022. Those new officers would not be tested, vetted, hired, trained, field-trained, and capable of solo patrol until November of 2022. We will continue to lose officers during that time.

Given all these factors, it would likely take years to hire sufficient sworn officers to address the crisis we face.

This pilot Public Safety Continuity Plan proposal represents a middle path. It is a *shorter-term* solution, not a short-term solution. *It is a good plan done in time, rather than a best plan done too late.* It can continue to be honed based on the results of the two assessments currently planned under the auspices of the Joint Committee of the City Council's Public Safety Committee and the Burlington Police Commission (the "Joint Committee"). One of these assessments—a "full operational and functional assessment" of the BPD—was described in the Resolution re Racial Justice Through Economic and Criminal Justice eight months ago, but the Joint Committee has yet to commence either the operational assessment or the facilitator assessment intended to gather community input and insights. In the months ahead, if these assessments begin to provide data, that information can be incorporated into this pilot plan to guide it or reshape it as necessary.

I am not satisfied to wait for those assessments as the people I've sworn to keep safe call for our officers' services. **Under the Public Safety Continuity Plan, Burlington can explore diverting some calls for service to civilian employees rather than armed, sworn police officers.** This is particularly true of low-level public-order issues and situations involving non-violent behavioral health crises. This would allow the BPD to use its remaining sworn resources better, and free officers to focus on preventing and responding to violent crime.

There are two positions needed for the Public Safety Continuity Plan. One already exists in the police department and the other has a close analogue in the police department.

### **Community Service Officer (CSO)**

An existing position, the CSO is an unarmed, non-sworn position (i.e., the CSO is not a law-enforcement officer and does not have arrest powers). The CSO performs a variety of field work in support of basic police operations: animal control, subpoena service, materiel transport, traffic control, fingerprints, VIN checks, scene control at large incidents, and parking enforcement and towing. CSOs also handle reports of lost or recovered property such as stolen

bicycles, and they service SeeClickFix requests about abandoned property. We can envision expanding the role to respond to certain low-level disorder (e.g., noise complaints, some ordinance violations, illegal dumping) and non-investigated crash reporting. CSOs currently answer, on average, 620 calls for service per year. In 2019, the total universe of incidents to which they could have theoretically responded was approximately 2,600—in other words, the two CSOs currently on staff handle about half the full universe of calls to which they are authorized to respond. (Other calls would have been handled by police officers, usually owing to availability.) This pilot plan envisions expanding the number of CSOs to six and expanding the universe of calls to which they respond by several thousand. If successful, we would recommend expanding further to a total of twelve CSOs. The CSO is compensated at approximately \$46,500 per year.

### **Community Support Liaison (CSL)**

A new position, the CSL is a social-worker role, not a law-enforcement role. But the impact and efficacy of the role hinges on being embedded with police in order to share information, facilitate response, and quickly pivot from social work to safety/enforcement and back again as necessary. The CSL will address chronic issues such as calls related to homelessness and transient encampments, mental health issues, and substance-use disorder. CSLs will focus on service-resistant populations, and make one-on-one connections with individuals who absorb disproportionate amounts of emergency response and social services. This position is similar to the existing Community Outreach Support Specialist position, occupied by Lacey-Ann Smith. The CSL will be compensated at approximately \$57,500 per year.

### **This pilot Public Safety Continuity Plan calls for the following:**

- **hire four additional CSOs (meaning the BPD would have a total of six CSOs) to augment patrol shifts, reporting to a sergeant**
- **hire three CSLs (who would be field-trained by and augment the work of our current Community Outreach Support Specialist, Lacey-Ann Smith), reporting to a lieutenant**

As stated above, this plan is a shorter-term solution, not an immediate one. That stems from the hiring time required to identify, vet, and train both these positions—a length of time that is likely to exceed the rate at which BPD is losing police headcount.

With regard to the CSO position, the total time to vet, hire, and train a CSO is 7.5 months. When the BPD last hired CSOs, we selected only two of ten applicants, and only one was hired. We therefore anticipate that while we *may* be able to hire a new CSO in the last month of FY21, it is far more likely that hiring and deployment will not occur until FY22.

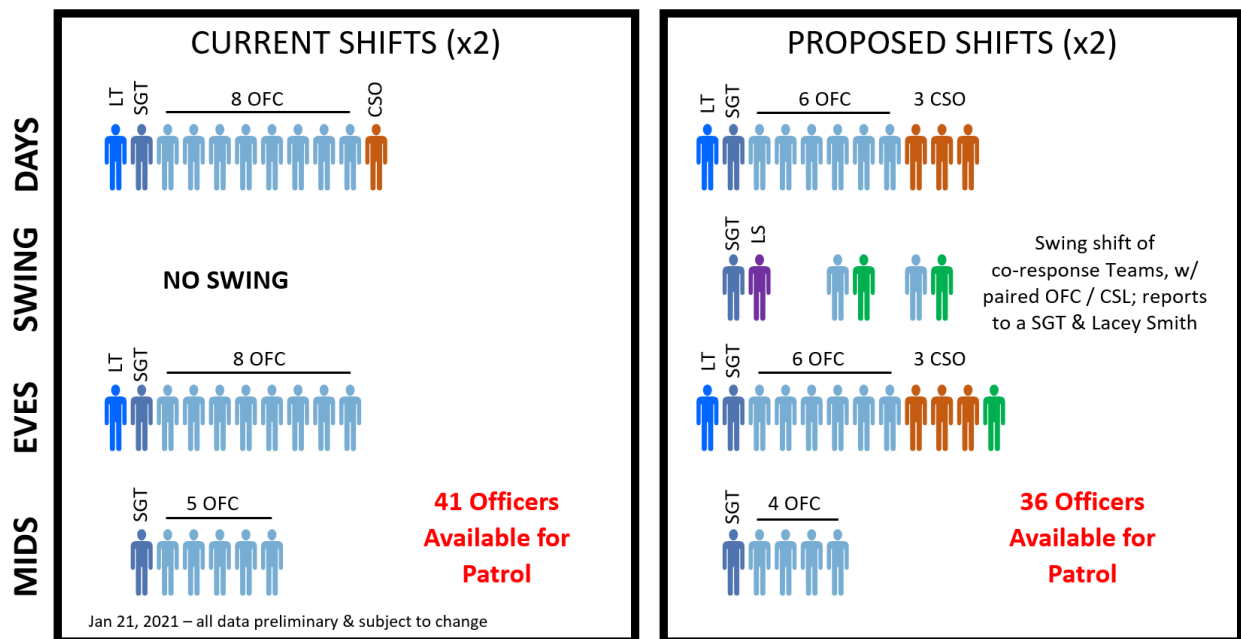
With regard to the CSL position, the timing is less certain. But we envision an accelerated hiring process for the first of the three positions. This is because we seek to focus that hiring process

on the substance-use-disorder aspects of the CSL portfolio. It is a mayoral priority that BPD's arrestees get screened for opioid-use disorder by a CSL who can then follow up with those individuals to help them access medically-assisted treatment. While responding to the worsening opioid epidemic is a high priority, the ultimate role for the CSLs in this proposal is as members of *paired co-response teams*, with an officer and a CSL working as steady partners to respond to incidents around the city.

Also as stated above, this is a good plan not a best plan. The plan is a pilot because there will necessarily be experimentation. We are still uncertain what percentage of calls may be handled by CSOs. We will also need to incorporate data from the as-yet unstated assessments. But if adopted, this plan allows BPD to:

- Retain a midnight shift (*although the shift may still be curtailed for a time during the period between the approval of this plan, the loss of additional officers, and the deployment of CSOs and CSLs—i.e., that curtailment may be inevitable at this point*)
- Create a swing shift of co-response teams to cover rising mid-day disorder
- Maximize call response
- Deploy fewer sworn officers to fewer non-criminal calls
- Maintain a robust detective bureau, proper airport staffing, and specialized roles like the Domestic Violence Prevention Officer and the Community Affairs Officer

Ultimately, if the BPD is held at a sworn headcount below 80, the volume of calls for service will likely require a total of twelve CSOs rather than six. Additionally, to staff two swing shifts of co-response teams and have a CSL available for each evening shift will ultimately require six CSLs rather than three, with an altered reporting structure. See the graphic, below:



This pilot Public Safety Continuity Plan also requires a higher number of sworn officers than currently allowed by the Resolution re Racial Justice Through Economic and Criminal Justice. In order to ensure that the BPD has 78 effective sworn officers and can devote 36 to patrol, the authorized headcount needs to be 84. For many years there has been confusion and, at times, unnecessary frustration regarding the “authorized head count” of sworn officers. Given the extended time it takes to induct a new officer and the reality that in a department of the BPD’s size there are officer retirements and resignations every year, it is very unusual for the BPD to be at its authorized cap for any extended period of time. Since 2013 the BPD has averaged 5.6 officers below the cap. **Therefore, we recommend increasing the authorized cap to 84 sworn officers, six officers above the “Target Staffing Level” of 78 officers required by the Plan.**

In the face of the most severe staffing crisis the BPD has faced in at least two decades, the Public Safety Continuity Plan represents a way forward that has the potential to provide Burlington with something like the services achieved by 96+ sworn officers while fielding fewer than 80 effective sworn officers. It is a pilot plan, designed to be responsive to the results of the Joint Committee’s two assessments, but also designed to act now rather than waiting for processes that, eight months after being proposed, have not yet begun. Its efficacy will depend on variables such as the ability to hire CSOs and CSLs, and the viability of off-loading police services to those positions. It will likely require two years or more to implement fully, versus as many more years to restaff police. But it has the potential to create a new type of public safety, focusing on unarmed personnel, while still meeting our neighbors’ calls for service and expectations for responsive coverage.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Jon Murad', written over a solid black circular stamp.

Jon Murad, Acting Chief of Police

CC: Mayor Miro Weinberger

Director of Police Transformation Kyle Dodson

Jabulani Gamache, Chair of the Burlington Police Commission

## APPENDIX 1: CSO JOB DESCRIPTION

### City of Burlington Job Description

**Position Title:** Community Service Officer

**Department:** Police Department

**Reports to:** Sergeant/Officer in Charge

**Pay Grade:** Limited Service / Non-Classified

**Job Code:** 1123

**Exempt/Non-Exempt:** Non-Exempt

**Union:** N/A

**General Purpose:** This position is responsible to perform a variety of field –work in support of basic police operation and functions.

**Essential Job Functions:** (This section outlines the fundamental job functions that must be performed in this position. The “Qualifications/Basic Job Requirements” and the “Physical and Mental/Reasoning Requirements and Work Environment” state the underlying requirements that an employee must meet in order to perform these essential functions. In accordance with the Americans with Disabilities Act, reasonable accommodations may be made to qualified individuals with disabilities to perform the essential functions of the position).

#### **Essential Functions:**

- Performs shift work in a rotation of days, evenings, and nights, including weekends and holidays.
- Performs a variety of routine technical, administrative work in support of law enforcement activities.
- Works under the close supervision of the shift Officer in Charge.
- Operates a motor vehicle to assist in carrying out the business of the department and the City.
- Performs front desk duties, including but not limited to receiving visitors to the Police Department, directing persons to the appropriate office, answering and directing phone calls, relaying messages to field police personnel via radio.
- Conduct Vehicle Identification Number verifications pursuant to Department of Motor Vehicles requirements.
- Enforce Parking regulations and towing of vehicles.
- Enforce animal regulations.
- Assists certified patrol officers in performing traffic control, such as accident scene traffic control, special events control, and other similar situations at the direction of the Officer in Charge.
- Assists officers in requesting and ensuring vehicle tows are completed at accident scenes and other arrest situation where vehicle is involved.
- Writes reports on certain incidents such as lost or stolen property, found or recovered bicycles, or any other non-arrest type reports or events that require investigation.
- Serves subpoenas or other department paperwork (exclusive of warrants, citations, summons, and trespass warnings); deliver court paperwork.
- Transport department vehicles (exclusive of marked vehicles EXCEPT when those vehicles are out of service for transport).
- Perform excellent customer service skills, establish and maintain effective working relationships with other employees, officials and all members of the general public.
- Conduct child safety seat inspections.
- Perform data entry.

- Perform all other duties as assigned.

**Non-Essential Job Functions:**

- Performs other duties as required.

**Qualifications/Basic Job Requirements:**

- High School diploma or equivalent.
- Must be eighteen (18) years of age.
- Must successfully pass written examinations, oral board interview and background check conducted by the department.
- After acceptance of conditional offer of employment, applicant must pass physical examination by the Medical Board
- Working knowledge of standard office equipment and Microsoft Office applications.
- Ability to work independently, and manage and prioritize multiple tasks.
- Ability to communicate effectively in both oral and written formats.
- Ability to apply tact and discretion in working with the public.
- Ability to establish and maintain positive and effective employee and public relations.
- Ability to obtain and maintain a valid driver's license.

**Physical & Mental/Reasoning Requirements – Work Environment:**

These are the physical and mental/reasoning requirements of the position as it is typically performed. Inability to meet one or more of these physical or mental/reasoning requirements will not automatically disqualify a candidate or employee from the position.

<input type="checkbox"/> seeing	<input type="checkbox"/> ability to move distances	<input checked="" type="checkbox"/> lifting (specify)
<input checked="" type="checkbox"/> color perception	within and between	<input type="checkbox"/> 50 pounds
(red, green, amber)	warehouses/offices	<input checked="" type="checkbox"/> carrying (specify)
<input checked="" type="checkbox"/> hearing/listening	<input type="checkbox"/> climbing	<input type="checkbox"/> 50 pounds
<input checked="" type="checkbox"/> clear speech	<input type="checkbox"/> ability to mount and	<input checked="" type="checkbox"/> driving (local/over the road)
<input checked="" type="checkbox"/> touching	<input type="checkbox"/> dismount forklift/truck	
<input type="checkbox"/> dexterity	<input type="checkbox"/> pushing/pulling	
<input type="checkbox"/> hand		
<input type="checkbox"/> finger		
<input type="checkbox"/> reading – basic	<input checked="" type="checkbox"/> math skills – basic	<input checked="" type="checkbox"/> analysis/comprehension
<input checked="" type="checkbox"/> reading – complex	<input type="checkbox"/> math skills – complex	<input checked="" type="checkbox"/> judgment/decision-making
<input type="checkbox"/> writing – basic	<input type="checkbox"/> clerical	
<input checked="" type="checkbox"/> writing – complex		
<input checked="" type="checkbox"/> shift work	<input type="checkbox"/> outside	<input type="checkbox"/> pressurized equipment
<input checked="" type="checkbox"/> works alone	<input type="checkbox"/> extreme heat	<input checked="" type="checkbox"/> moving objects
<input checked="" type="checkbox"/> works with others	<input type="checkbox"/> extreme cold	<input checked="" type="checkbox"/> high places
<input checked="" type="checkbox"/> verbal contact w/others	<input type="checkbox"/> noise	<input checked="" type="checkbox"/> fumes/odors
<input checked="" type="checkbox"/> face-to-face contact	<input checked="" type="checkbox"/> mechanical equipment	<input type="checkbox"/> hazardous materials
<input checked="" type="checkbox"/> inside	<input type="checkbox"/> electrical equipment	<input type="checkbox"/> dirt/dust

**Supervision:**

Directly Supervises: 0

Indirectly Supervises: 0

**Disclaimer:**

The above statements are intended to describe the general nature and level of work being performed by

employees to this classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties and/or skills required of all personnel so classified.

**Approvals:**

Department Head: \_\_\_\_\_ Date: \_\_\_\_\_

Human Resources: \_\_\_\_\_ Date: \_\_\_\_\_

## APPENDIX 2. CSL JOB DESCRIPTION

### City of Burlington Job Description

**Position Title:** Community Support Liaison

**Department:** Burlington Police Department

**Reports to:** Lieutenant

**Pay Grade:** TBD

**Exempt/Non-Exempt:** Exempt

**Job Code:** TBD

**Union:** Non-Union

**General Purpose:** The Community Support Liaison (CSL) will be a trained professional focusing on services associated with homelessness, substance-use disorder, mental health, and persons with chronic service needs. The CLS will be an integral part of a team that uses timely and accurate information to implement effective tactics and strategies to reduce the need for a police officer's response to calls for service that do not have an immediate public safety or criminal component. The person hired will be responsible for the coordination of all aspects social work, to include intensive coordination across agencies, stakeholders and platforms. At times, CSLs will be paired with Officers to respond to calls for service. The CSLs insights and strategies, informed by trauma-centered, person-centered practices, will guide a fast-paced work environment with a single-minded focus on addressing gaps in Burlington's various social-service systems. The CSL will help individuals and families in Burlington live healthier lives by working with those who seek service through the Police Department, moderating disputes that result from quality-of-life issues, and acting as an advocate for those in need. The CSL will be directed and supervised by a Lieutenant, in close collaboration with the Deputy Chief of Operations, and will work closely with all of the services that are imbedded within the Police Department.

**Essential Job Functions:** (This section outlines the fundamental job functions that must be performed in this position. The "Qualifications/Basic Job Requirements" and the "Physical and Mental/Reasoning Requirements and Work Environment" state the underlying requirements that an employee must meet in order to perform these essential functions. In accordance with the Americans with Disabilities Act, reasonable accommodations may be made to qualified individuals with disabilities to perform the essential functions of the position.)

- Engage and help manage the BPD's opioid intervention work. This includes screening arrestees for opioid use disorder and following up with those individuals, post-arrest, to help them access and be induced into medically-assisted treatment.
- Respond to requests from police, other City departments, and community members for intervention in non-criminal matters. Interventions could include, but are not limited to, interactions with individuals in the midst of a mental-health crisis, deescalating individuals struggling with co-occurring issues, mediating disputes between quarreling neighbors, working with homeless populations on housing solutions and relocations, following up with people suffering from substance-use disorder (particularly after instances of overdose), etc.
- Work as a partner to collaborate, consult, and coordinate services with all of the Burlington social-service providers to include intensive collaboration with mental-health and substance-use disorder providers.
- Develop and maintain relationships with partners for a team approach to problem solving that allows for coordinated interventions to challenging quality-of-life issues and/or neighborhood conflicts.
- Prepare for and attend strategy and planning meetings with the full range of stakeholders in order to assess the effectiveness of tactics and strategies.

- Provide effective assessments and develop strategies to assist individuals in finding appropriate community resources to address their underlying need. Must engage in person-centered, low-barrier best practices.
- Partner with the Community Affairs Liaison in outreach efforts to homeless encampments as well as other community-related activities.
- Work on a team alongside other social workers and law-enforcement officers, with a high degree of autonomy, responsibility, and accountability.
- Maintain a high operational tempo, working in a critical-incident-management setting, rather than an academic or clinical setting.
- Develop and implement trainings with community partners on topics such as conflict resolution and restorative strategies around solving quality-of-life issues like noise and neighbor/roommate disputes. Present trainings to community groups as needed.
- Create and maintain up-to-date electronic records for all case interventions.
- Act as a liaison between the community and the Police Department to encourage open dialogue with the Police Department, which allows for better results in addressing the needs of the community, and greater transparency on behalf of the Police Department.
- Assist the public and other constituency groups with navigating the Police Department's services, to include those of the greater criminal-justice system (e.g., family court, criminal court, alternative justice programs, etc.).
- Collaborate on large, interagency teams that require flexibility and creativity to help solve complex societal and interpersonal issues.
- Have an understanding of best practices in providing intermittent case-management services, with the purpose of filling a gap in care until the proper provider is identified.
- Engage in regular briefings with Police Department leadership around the community's needs and challenges, and with constituency groups around making relevant policy recommendations to address said needs/challenges.
- Possess willingness to work and creatively collaborate with a wide range of entities and individuals, particularly the Police Department, but also government officials and persons from courts and corrections, non-profits, academia, and private enterprise.

**Non-Essential Job Functions:**

- Performs other duties as required.

**Qualifications/Basic Job Requirements:**

- A Master's Degree in Social Work or related field plus two years of experience is preferred, but a Bachelor's Degree in Social Work or related field and three years of relevant experience will be considered.
- Excellent communication skills, with a high degree of organizational skills is necessary.
- Knowledge of Vermont criminal- and juvenile-justice systems preferred.
- Comprehensive knowledge of social services within Burlington and the Greater Burlington area.
- Must be able to work outside of typical business hours and weekends.
- Must successfully complete Police Department oral board interview and background investigation.
- Ability to clearly and effectively communicate during complex, rapidly evolving incidents.
- Ability to maintain objectivity in a stressful work environment
- Ability to actively support City diversity, equity, and cultural competency efforts within stated job responsibilities and work effectively across diverse cultures and constituencies.
- Demonstrated commitment to diversity, equity and inclusion as evidenced by ongoing training and professional development.
- Regular attendance is necessary and is essential to meeting the expectations of the job functions.

- Ability to speak in a public environment while maintaining a high degree of professionalism
- Ability to engage with all levels of the general public, the Police Department, and other City officials.
- Ability to understand and engage with a wide variety of cultural and ethnic groups.
- Ability to understand and comply with City standards, safety rules, and personnel policies.
- Participate in court depositions if needed.

### **Physical & Mental/Reasoning Requirements; Work Environment:**

These are the physical and mental/reasoning requirements of the position as it is typically performed. Inability to meet one or more of these physical or mental/reasoning requirements will not automatically disqualify a candidate or employee from the position.

<input checked="" type="checkbox"/> seeing	<input checked="" type="checkbox"/> ability to move distances within warehouses, offices
<input checked="" type="checkbox"/> color perception (red, green, amber)	<input checked="" type="checkbox"/> lifting (specify <input type="text"/> 20 <input type="text"/> pounds)
<input checked="" type="checkbox"/> hearing/listening	<input checked="" type="checkbox"/> carrying (specify <input type="text"/> 20 <input type="text"/> pounds)
<input checked="" type="checkbox"/> clear speech	<input type="checkbox"/> climbing
<input checked="" type="checkbox"/> touching	<input checked="" type="checkbox"/> driving
<input checked="" type="checkbox"/> dexterity <input type="checkbox"/> hand <input type="checkbox"/> finger	<input type="checkbox"/> ability to mount and dismount forklift
<input checked="" type="checkbox"/> reading – basic	<input type="checkbox"/> pushing/pulling
<input checked="" type="checkbox"/> reading – complex	<input checked="" type="checkbox"/> shift work
<input checked="" type="checkbox"/> math skills – basic	<input type="checkbox"/> moving objects
<input checked="" type="checkbox"/> math skills – complex	<input type="checkbox"/> pressurized equipment
<input checked="" type="checkbox"/> writing – basic	<input checked="" type="checkbox"/> extreme heat
<input checked="" type="checkbox"/> writing – complex	<input checked="" type="checkbox"/> extreme cold
<input checked="" type="checkbox"/> analysis/comprehension	<input checked="" type="checkbox"/> high places
<input checked="" type="checkbox"/> judgment/decision making	<input checked="" type="checkbox"/> noise
<input checked="" type="checkbox"/> clerical	<input checked="" type="checkbox"/> fumes/odors
<input checked="" type="checkbox"/> inside	<input checked="" type="checkbox"/> dirt/dust
<input checked="" type="checkbox"/> outside	<input checked="" type="checkbox"/> hazardous materials
<input checked="" type="checkbox"/> works alone	<input type="checkbox"/> electrical equipment
<input checked="" type="checkbox"/> works with others	<input type="checkbox"/> mechanical equipment
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<input checked="" type="checkbox"/> verbal contact w/others	

### **Supervision:**

Directly Supervises:

Indirectly Supervises:

### **Disclaimer:**

The above statements are intended to describe the general nature and level of work being performed by employees to this classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties and/or skills required of all personnel so classified.

### **Approvals:**

Department Head:  Date:

Human Resources:  Date:

January 20, 2021

### APPENDIX 3. CSO CALL VOLUME

The Burlington Police Department currently employs two Community Service Officers (CSOs). These are not sworn police officers; they are unarmed and do not have arrest powers. Each of the BPD's two currently staffed CSOs respond to approximately 620 incidents per year as primary officers (they respond to many other incidents in an assistance capacity).

The total universe of calls CSOs are currently tasked with is in Column 1. (The BPD sorts calls into a total of 133 call categories.) Of all the call types BPD currently allows CSOs to address, the CSOs handle approximately half of all those incidents. The other incidents in those call types are addressed by officers, whether because of the fact that they happen at a time of day when CSOs are not on shift, happen when CSOs are otherwise engaged, or happen in a way that the severity or complexity requires officers to handle the call.

If we increase our CSO staffing, we believe that CSOs could potentially be tasked with responding to the calls in Column 2, as well. That may effectively triple the current total universe of calls that CSOs address. Some of these calls potentially result in or require the issuance of Vermont municipal tickets (VMCs). Tasking CSOs with ticket issuance would require additional training.

Finally, there is a smaller possibility that some percentage of the calls contained in Column 3 could also be addressed by CSOs.

All of these additions to the CSO job description could result in negotiable salary adjustments.

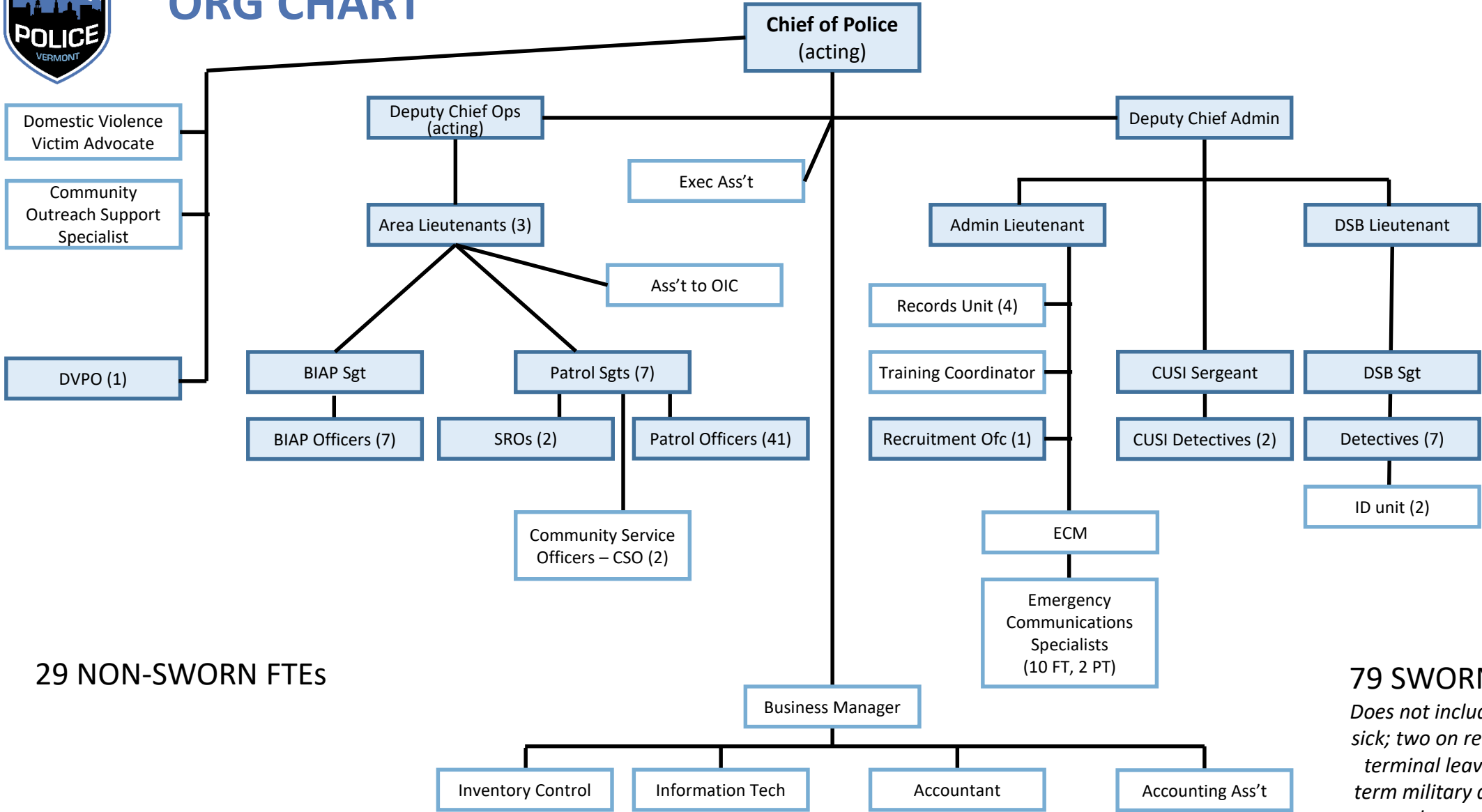
COLUMN 1		COLUMN 2		COLUMN 3	
CSOs currently respond to:	2019 Totals	CSOs *may* be able to respond to:	2019 Totals	CSO response possible, but likely to be LEO call:	2019 Totals
Animal Problem	676	Assist – Car Seat Insp	1	Alcohol Offense	3
Cruelty to Animals	0	Assist – Motorist	321	Assist – Agency	1,474
Found/Lost Property	994	Assist – Other	182	Assist – Public	1,066
Operations	132	Community Outreach	582	MotorVeh Complaint	3
Parking	414	Crash – Non-investig.	352	Mental Health Issue	765
Roadway Hazard	102	Fireworks	34	Welfare Check	1,278
Subpoena Service	206	Foot Patrol	1,686		
VIN verification	152	Graffiti Removal	0		
		Illegal Dumping – <b>VMC</b>	12		
		Intoxication – <b>VMC</b>	1,080		
		Juvenile Problem	294		
		Noise – <b>VMC</b>	918		
		Ordinance Viol. – Other – <b>VMC</b>	425		
		Property Damage	124		
<b>TOTAL POTENTIAL CALLS:</b>	<b>2,676</b>	<b>TOTAL POTENTIAL CALLS:</b>	<b>6,011</b>	<b>TOTAL POTENTIAL CALLS:</b>	<b>4,589</b>

## APPENDIX 4. COST PROJECTION

BURLINGTON POLICE DEPARTMENT						
CURRENT PROJECTED FY22 BUDGET / Impacts of Public Safety Continuity Plan						
Police Officers at 84						
CSO at 6	(From 2 to 6)	Additional 4				
CSL at 4	(From 1 to 4)	Additional 3	5000_100 Account			
	COUNT	Base Salary FY 20 Budget	COUNT	Base Salary FY 22	Difference	Crosscheck
Police Officer Salary	105	\$7,598,609.00 *	84	\$6,139,340.00 *	-\$1,459,269.00	
CSO	2	\$48,357.00	6	\$290,142.00	\$193,428.00	\$193,428.00
CSL	1	\$57,184.00	4	\$228,736.00	\$171,552.00	\$171,552.00
<hr/>						
SUBTOTAL		\$7,752,507.00		\$6,658,218.00	-\$1,094,289.00	
<hr/>						
ADDITIONAL COSTS		Increased OT above FY20 level due to reduction in force			\$200,000.00	
		Attrition			\$300,000.00	
<hr/>						
ESTIMATED TOTAL					-\$594,289.00	



# ORG CHART



29 NON-SWORN FTEs

79 SWORN OFFICERS  
*Does not include one long-term sick; two on retirement-related terminal leave; two on long-term military deployment; one long-term injury*



# ORG CHART

**PROPOSED UNDER  
PUBLIC SAFETY CONTINUITY PLAN**

